

## **Corporate Plan**

### **Vision**

The KBRH Health Foundation (Foundation) aspires to be a leader in the funding of quality health care.

### **Mission**

The Foundation, an independent registered charitable society, will raise endowed gifts and annual funds to support health care equipment needs, staff education, and special initiatives to enhance the health care of Kootenay Boundary residents through the Kootenay Boundary Regional Hospital (KBRH) and other Kootenay Boundary health care facilities, including Poplar Ridge Pavilion (PRP) and Columbia View Lodge (CVL).

### **Values**

The Foundation is committed to fulfilling its public trust in a professional manner by embracing the following values:

Integrity - adhering to a high standard of moral values, and dealing with people honestly;

Accountability - conducting itself in a timely and open manner with its members, volunteers, donors and community;

Ethics - developing and maintaining trusting relationships with its members and the public;

Respect - believing in the uniqueness of all individuals and their supportive contributions;

Confidentiality - honouring the right of privacy of persons and organizations; and

Progressiveness - pursuing the funds for the advancement in health care in our community.

## **Goals**

### **Development**

The Foundation will nurture life long relationships with its donors and seek ways to engage new donors.

Strategies:

- I. Respond with timely personalized contact;
- II. Recognize donors, at the appropriate time, with appropriate recognition;
- III. Maintain current, relevant and complete information;
- IV. Utilize appropriate donor database software;
- V. Maintain an accurate donor database, respecting those who do not wish to be contacted or recognized;
- VI. To uphold the Donor Bill of Rights;
- VII. Inform the Kootenay Boundary community regularly with campaign material;
- VIII. Ensure accessibility to the Foundation through appropriate social media outlets (ie; facebook, website);
- IX. Inform patients of donation opportunities throughout KBRH, CVL and PRP.

- X. Maintain the payroll deduction charitable giving program with Kootenay Boundary health care facility employees;
- XI. Liaise with organizations inside and outside the Kootenay Boundary to increase awareness of and maintain support for the Foundation; and
- XII. Maintain a positive, high profile, within and outside of the Kootenay Boundary, using appropriate public relations activities.

The Foundation will promote an Annual Campaign (ie; Children’s Healthcare, Digital Mammography, Critical Care) every year which may include the Legacy Fund, and acute and long-term care needs.

Strategies:

- I. Include the Annual Fund Committee, if a sub-committee is used, in this responsibility;
- II. In consultation with Kootenay Boundary Health Service Area (KBHSA) senior management and department managers, identifying acute and long-term care needs as they arise, to effectively manage the Annual Campaign and to consider future campaigns;
- III. Liaise with other IH health care facilities and/or their charitable support organization(s) regarding regional and local fundraising efforts;
- IV. Lead and conduct the Annual Campaign throughout the year using special events, signature events, correspondence, charitable gaming, partnerships & sponsorships, and grants, major gifts & gift planning;
- V. Conduct the Light-Up The Hospitals Pledge Day event employing any or all activities listed in (IV);
- VI. Create and promote a Legacy Fund event as required and as opportunities arise; and
- VII. Evaluate, record and report on all activities as per Policies and Procedures.

The Foundation may pursue and accept partnerships that raise funds for and are beneficial to the Foundation and the community.

Strategies:

- I. Investigate opportunities and partnerships;
- II. Innovate to create new opportunities and partnerships;
- III. Implement, monitor, and evaluate opportunities and partnerships;
- IV. Engage in grant writing to secure external funding; and
- V. Be open to and engage in appropriate third party events.

The Foundation will maintain its Legacy Fund.

Strategies:

- I. Charge the Director of Development (DOD), Office Administrator (OA), and Legacy Fund Committee, if sub-committees are used, with this responsibility;
- II. Preserve endowed capital in the Legacy Fund;

- III. Accrue earnings within the Legacy Fund to ensure its total value is at least \$1,000,000 before granting any monies;
- IV. Staff effort may be committed toward gift planning, if appropriate;
- V. Steward current and committed planned gifts to align with Policies and Procedures;
- VI. If approached by prospective donors, supply information and direct them to the appropriate professionals to further commit their planned giving. Be available as a resource to facilitate the process of planned giving;
- VII. Promote the Legacy program as part of the Annual Campaign;
- VIII. Maintain relationships and be available to provide information to estate planning professionals as required.

## **Management & Finance**

The Foundation will enlist Directors who will advocate for the Foundation and participate in its committees, programs and events.

### Strategies:

- I. Ensure a diversified membership on the Board of Directors;
- II. Educate, inform and engage all Directors;
- III. Use committees when appropriate;
- IV. Prepare for Director succession;
- V. Charge the DOD, OA and Nominating Committee, if a sub-committee is used, with developing a comprehensive recruitment strategy and nomination process which may include:
  - a. hosting an AGM where successors are nominated to available positions;
  - b. nominating successors if Director vacancies occur outside of the AGM;
  - c. considering an annual strategic planning session, if appropriate ;
  - d. developing a Director skills matrix;
  - e. developing a Director role, responsibilities, and expectations document;
  - f. developing commitment and oath of office letters for new Director signature;
  - g. promoting Director self-identification through appropriate public advertising; and
  - h. engaging current Directors in the recruitment process for new Directors.

The Foundation will remain active and informed on health care issues and initiatives in our community and region, and will fund health care equipment, staff education, and special initiatives through the monies raised.

### Strategies:

- I. Remain apolitical;
- II. Liaise with the Interior Health (IH) Board and its management and KBHSA senior management;

- III. Maintain working relationships with the Kootenay Boundary health care facilities' department managers;
- IV. Remain current on health care priorities;
- V. Manage the receipt of greatest need, specified need, endowed, in-kind, gaming, and event (special event, signature event & third party event) gifts;
- VI. Manage the formal grant request application process.

The Foundation will build and maintain relationships with and recognize contributions from strategic business partners, organizations, service clubs, auxiliaries, individual donors, Directors, volunteers, and staff.

Strategies:

- I. Identify and create partnerships with stakeholder groups that are mutually beneficial for the parties involved;
- II. Nurture relationships with the media;
- III. Offer to meet with community organizations to exchange information;
- IV. Appropriately recognize the contributions of stakeholder groups;
- V. Support other KBHSA health care facilities' fundraising efforts.

The Foundation will, in order of priority, invest monies to preserve capital, maintain necessary liquidity, and realize a competitive rate of return.

Strategies:

- I. Charge the DOD, OA and Finance Committee, if sub-committees are used, with this responsibility;
- II. Seek independent professional advice, from more than one source if appropriate; and
- III. Research investment strategies in order to develop an investment policy.

The Foundation will follow sound financial and management practices with the intention of long-term stability and in so doing, will comply with the Society Act of British Columbia and any other relevant legislation and regulations.

Strategies:

- I. Record and archive accurate Executive, Board, In-Camera and Committee, when sub-committees are used, minutes;
- II. Maintain and develop, as necessary, internal financial control systems;
- III. Maintain accurate and current financial records, report financial statements on a timely basis, and receive an external audit annually;
- IV. Analyze and evaluate major revenue and expense decisions, including signature & special events, on a cost/benefit basis;
- V. Support areas of staffing need with volunteers, project managers, or additional employees;

- VI. Prepare for staff succession;
- VII. Conduct a strategic planning session annually, if appropriate;
- VIII. Maintain a Corporate Plan;
- IX. Be familiar with current relevant legislation and regulations; and
- X. Evaluate the Corporate Plan, Policies and Procedures, Job Descriptions, Directors and Job Procedure Manuals annually. Revise as necessary to ensure content is current.
- XI. Evaluate the cost recovery process annually; and
- XII. Prepare an annual operational budget.
- XIII. DOD and OA to create Performance Development Plans annually including short term goals, long term goals and educational opportunities.

*Approved, December 16, 2013, Board of Directors*